

**CITY OF STONNINGTON**  
**RECREATION STRATEGY**  
**2014-2024**

**NOVEMBER 2014**

## MAYOR'S MESSAGE

Stonnington City Council is proud to introduce the *City of Stonnington Recreation Strategy 2014-2024*.

Sport and recreational activities are a vital part of community life, providing outlets for social, physical and mental health and wellbeing. Council has worked closely with our community and stakeholders to develop a Recreation Strategy which provides a vision and direction for Stonnington's sport and recreation future.

Creating time for sport and recreation is important for people of all ages, whether it be walking the dog, participating in sport, swimming at Council's aquatic centres or taking part in a yoga session. Participating in physical activity and having the opportunity to interact with others has many long-term benefits. Having a healthy and vibrant community in all areas of life is a priority for Council. The Recreation Strategy will assist Council in planning and providing for an active and healthy community.

Our research indicates that within Stonnington our sport and recreation participation preferences are changing along with our patterns of work within increasingly busy lifestyles. It is well known that reduced activity and lack of opportunity for participation in activities can lead to social isolation and increased levels of obesity among the community. Council will continue to cater for the active participation needs of the Stonnington community through the implementation of six priorities within the Recreation Strategy. These priorities will help Stonnington to become one of the healthiest and most active communities in Victoria by 2024.

We plan to continue working with individuals, community groups, sporting clubs and sporting bodies to implement the Recreation Strategy priorities. These discussions will enable us to plan for programs and services and inclusive, environmentally sustainable facilities, sportsgrounds and open spaces that best meet the community's needs.

The *City of Stonnington Recreation Strategy 2014-2024* has been shaped by the many stakeholders involved in the consultation process. I would like to thank community members, groups, organisations and Council staff for their contributions to its development.

I look forward to seeing the many community benefits that will result from the Recreation Strategy and being involved in a vibrant community that enjoys participating in sport and recreation.

**Mayor, Cr Melina Sehr**

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## SUMMARY

The Recreation Strategy 2014-2024 provides the framework to plan, develop and implement initiatives that encourage participation in sport and active recreation within the City of Stonnington over the next ten years.

This document has been developed through a comprehensive consultation process, which identified the community's priorities for sport and recreation. The Recreation Strategy will guide Council for the next ten years and establish priorities to meet the current and future needs and increase the level of health and wellbeing of the Stonnington community.

### Vision

To create the healthiest and most active community in Victoria. We will achieve this by providing inclusive and sustainable sport and recreation opportunities and facilities where our community can achieve physical and mental wellbeing.

### Key findings

#### Community:

- The community is becoming increasingly diverse with particular needs for flexible, affordable and casual access to sport and recreation for all ages.

#### Participation:

- Nearly one-fifth of Stonnington residents do not meet the National Physical Activity Guidelines.
- Participation in casual activities such as walking, golf, bike riding and swimming are very popular amongst our residents.

#### Facilities:

- There is currently a lack of sport and recreation facilities located at the western end of the municipality.
- Sportsgrounds are currently being allocated at unsustainable levels, in particular during the winter season.
- A greater level of investment is required to ensure that all sport and recreation facilities keep pace with the interests and activities of the community.

## Priority areas

Through the consultation process, the following six priority areas and 13 directions have been identified:

### Priority 1: Quality Facilities

**Direction 1** – Develop quality sport and recreation facilities

**Direction 2** – Develop a framework to ensure existing sport and recreation infrastructure is renewed, upgraded, maintained and operated to support increased participation in sport and recreation.

### Priority 2: Accessible Facilities

**Direction 1** – Provide affordable, flexible and accessible sport and recreation opportunities for all ages.

**Direction 2** – Provide facilities that support casual sport and recreation opportunities to enhance health, wellbeing and social inclusion.

**Direction 3** – Develop sport and recreation facilities in the western end of Stonnington to increase participation opportunities for residents within their local area.

### Priority 3: Equitable Provision

**Direction 1** – Promote local area participation in sport and recreation for females, juniors and older adults through the development of policy, facility design and programs.

### Priority 4: Sustainable Sportsground Use

**Direction 1** – Improve the quality of sportsgrounds and sportsground infrastructure.

**Direction 2** – Regulate the existing use of sportsgrounds to ensure sustainable levels of use for organised sport.

**Direction 3** – Investigate and implement opportunities to increase the overall sportsground capacity available to Stonnington user groups.

### Priority 5: Policy and Procedure Development

**Direction 1** – Develop a framework to guide and support fair and consistent decision making that enhances the provision of sport and recreation opportunities for all sections of the community.

### Priority 6: Education and Information

**Direction 1** – Develop, enhance and expand a range of methods to communicate with the community and actively promote the sport and recreation opportunities within Stonnington.

**Direction 2** – Support and enhance the capacity of sporting clubs to provide diverse and sustainable sport and recreation opportunities.

## **WHY A RECREATION STRATEGY FOR STONNINGTON?**

Participation in physical activity contributes to the health and wellbeing of individuals and provides a range of social, environmental and economic benefits for the community.

Declining levels of physical activity is an increasing concern in most westernised countries. This is the result of multiple factors including the increasing influence of technology, high density urban living, increased reliance on motorised transport, increased working hours, increased demand on open space, increased demands on the education curriculum and changing leisure patterns.

Stonnington residents enjoy a high degree of health and wellbeing. However, despite a relatively strong health performance, Stonnington is still at risk of developing debilitating health conditions related to lifestyle and mental health issues resulting from insufficient exercise or poor nutrition. From around age 45, residents begin to experience high levels of many preventable health conditions including diabetes complications, cancers and heart disease.

Prevention and early intervention are the strongest tools to fight lifestyle-related diseases. The provision of information, support and evidence-based programs, in addition to realistic health and wellbeing goals, are the key to a healthy future for the Stonnington community. Participation in sport and recreation activity promotes wellbeing, physical and mental health, prevents disease, improves social connectedness and quality of life, provides economic benefits, and contributes to environmental sustainability.

The need for a Recreation Strategy stems from Council's Municipal Public Health and Wellbeing Plan 2013-17 which aims to contribute to the provision of leadership, advocacy and facilitation of active and healthy lifestyles by:

- Continuing to develop partnerships to increase sport and active recreation opportunities;
- Increasing participation in physical activity across all age groups by providing safe, inclusive and accessible environments;
- Promoting and providing for active transport such as walking and cycling;
- Providing education to encourage health and wellbeing through every stage of life; and
- Supporting opportunities for participation in active work.

Through the development and implementation of the Recreation Strategy and the support of Council plans, policies and strategies, Council will encourage more people to live an active and healthy life.

## POLICY CONTEXT

The following Council plans, policies and strategies have helped to inform the development of the Recreation Strategy:

- Council Plan 2013-17
- Municipal Public Health and Wellbeing Plan 2013-17
- Public Realm Strategy 2010
- Sustainable Environment Strategy 2013-2017
- Sustainable Transport Policy 2008
- Walking Policy 2011
- Youth Strategy 2010-14
- Access and Inclusion Plan 2014-17
- Older Persons Strategy 2008
- Cultural Diversity Policy 2010-14
- Arts and Cultural Strategy 2011-15
- Pavilion Redevelopment Strategy 2009
- Strategies for Creating Open Space 2013
- Cycling Strategy 2013-2018

A review of Council plans and strategies has found:

- Council has a clear and strong commitment to supporting and improving the physical and mental health and wellbeing of its community. The provision of facilities and services such as sportsgrounds, recreation centres and recreation programs is an important part of how Council contributes to realising this commitment.
- There is a commitment to ensuring that all groups in the community have access to services and programs that support health and wellbeing.
- Council has a focus on access and inclusion and reducing barriers to participation in community life through the provision of affordable opportunities and programs, changes and improvements to infrastructure and information provision.
- There is an emphasis on supporting community members to lead healthy and active lifestyles and to be engaged in their community throughout all stages of life. Council has a clear emphasis upon reducing social isolation and facilitating community connectedness.
- Council understands the value and importance of casual and flexible recreation opportunities and is committed to providing resources to support these activities.

# OUR CITY – A SPORT AND RECREATION PERSPECTIVE

## Stonnington Snapshot

From the Recreation Strategy consultation process and the information gathered on current Stonnington demographic data, a number of trends and issues affecting the future provision of sport and recreation within Stonnington have been identified.

### Demographics

- Stonnington's population is relatively young, with 31% of residents aged 20 to 34 years and 49% younger than 35 years. Although those aged 25-29 will continue to be the most populous age group in future, the number of people aged over 65 is expected to increase by 36.4% (5,124 persons) and be 16.4% of the population by 2021.
- A significant proportion of the population have a comparatively high level of disposable income compared to the Greater Melbourne Area average, with 42% of residents earning in excess of \$1,000 per week. This level of disposable income means that the average Stonnington resident has the means and ability to participate in sport and recreation activities.
- Pockets of disadvantage exist at the western end of the municipality where the median household income is less than \$600 per week. These areas include a significant number of residents from culturally and linguistically diverse backgrounds.
- There is an overall trend to an increase in population and this is expected to continue. In 2036 it is projected that there will be 22,480 more people living within the municipality than in 2011, an increase of 21.6%.

### Participation in Physical Activity

- In Stonnington, 73.5% of residents reported getting sufficient exercise for good health, as outlined in the National Physical Activity Guidelines, which is higher than the State average of 63.9%.
- Nearly one-fifth (19.7%) of residents reported not getting sufficient exercise for good health, which is lower than the state average of 26.6%.
- Stonnington residents surveyed during the development of the Recreation Strategy on their participation in sport and recreation indicated the following 10 activities to be the most popular:
  1. Walking
  2. Golf
  3. Bike riding
  4. Swimming
  5. Tennis
  6. Running/jogging
  7. Pilates
  8. Gym classes



- 9. Aerobics
- 10. Netball

## Facilities

- The Stonnington community has high expectations of the management of sport and recreation facilities.
- Due to the high density of development at the western end of the municipality, the majority of Council's sport and recreation facilities are located at the eastern end.
- The demand for use of sportsgrounds exceeds the capacity of these grounds if the quality of these facilities is to be maintained. Current sportsground allocations indicate that the weekly hours of use are 29% greater than the maximum recommended level.
- There is a requirement for facilities to comply with contemporary building codes and to meet increasing demand for accessible facilities that incorporate universal design principles and cater for use by males and females and people with a disability.

## Information and Education

- The way people access information about sport and recreation has broadened beyond the established means of mail, e-mail, brochures, pamphlets, magazines and the *Stonnington Leader*.
- Volunteer committees managing community sporting clubs are being asked to take on increasing responsibilities to meet community expectations for the provision of high quality sport and recreation activities. However professional development opportunities are offered on an ad-hoc basis in response to user group requests, with an average of two sessions being offered per year since 2009.

## National sport and recreation trends

National trends that may affect development and future provision of sport and recreation within Stonnington if replicated locally are:

- A preference for unstructured and casual recreation activities
- An aging population
- Increasing demand for greater diversity of opportunities
- Demand for quality and accessible facilities
- Preference for all weather and synthetic playing surfaces
- Changing patterns of work and play
- Expectations of equity and access to facilities
- Modification of sports
- Risk management and OHS requirements for sports clubs and community organisations
- Desire for activities to be affordable
- The emergence of e-Services and IT to assist in the dissemination of information

## Analysis

Council is faced with the challenge of providing affordable, sustainable and accessible sport and recreation opportunities for all ages. Supporting residents to be active and connected within their community is a priority. These opportunities are particularly important for the lower socio-economic areas in the western end of the municipality where cultural differences including languages spoken and reduced access to transport are more prevalent.

Many residents are choosing to participate in sport and recreation in a more casual manner (i.e. walking, bike riding, swimming, pilates). Council needs to provide infrastructure and resources that support these preferences. Sport and recreation preferences for migrants may also vary from long established Australian sporting preferences and as such it is important to provide opportunities that reflect their interests.

The quality of facilities is a key factor in encouraging the community to be more active. Maintaining a structured approach to the renewal and upgrade of all formal and informal sport and recreation facilities is required to ensure the community has ongoing access to quality sporting opportunities. There needs to be a focus on ensuring the principles of universal design are incorporated into all facility developments, along with the provision of facilities to support female participation. This is particularly important at the western end of the municipality due to the lack of existing sport and recreation facilities in the suburbs of Windsor, Prahran and South Yarra.

The quality of sportsgrounds and support infrastructure varies significantly across the municipality. The challenge is to determine solutions that allow sportsgrounds to be allocated at a sustainable level that maintains or enhances surface quality throughout the year and for infrastructure to be developed to an appropriate level. Stakeholders indicated that alternative solutions need to be considered in addition to a requirement for robust and contemporary policy direction in order to ensure that positive outcomes can be achieved for all sportsground users.

Volunteer committees managing community sporting clubs play a crucial role in the provision of sport and recreation activities. Opportunities for sporting club members to participate in a formalised professional development program is important to ensure that all sporting clubs have committees that are resourced to continue to provide quality sport and recreation opportunities to the community.

Information about sport and recreation needs to be available via a range of mediums and on a consistent basis to ensure residents are informed about available opportunities. The reach of social media is incredibly high in today's society and Council needs to take advantage of this in order to reach the ever increasing number of people of all ages who frequently use social media.

## PRIORITY ONE – QUALITY FACILITIES

It is a challenge for Council to continually provide quality sport and recreation facilities and infrastructure to service the level of demand from the community. A 33% increase in the number of teams using sportsgrounds since 2008 is impacting on the use of sports pavilions. These facilities are being used more often and by people of both genders and all abilities. Contemporary design features include multi-use spaces better suited to the broader range of activities community groups are engaging in.

Many sport and recreation facilities have not had major works conducted since construction. A reactive approach to maintaining facilities and infrastructure results in some facilities not receiving the necessary maintenance and improvement to ensure they keep pace with the demand for use and access. Sporting clubs and informal recreation users that are faced with facilities that do not accommodate their needs advocate to Council on a regular basis for facility and infrastructure upgrades. A planned, pro-active approach to the development, maintenance and upgrade of all sport and recreation facilities has been identified as a priority for Council.

### Actions

- Review the function and operation of existing sporting and recreational facilities and implement recommendations to improve the quality of these spaces
- Review the Pavilion Redevelopment Strategy to ensure that it aligns with other Recreation Services policies and plans and captures all pavilions servicing organised sport.
- Develop a plan for the upgrade of all Council-owned tennis and lawn bowls facilities in partnership with clubs and facility managers.
- Investigate options for improved facilities for athletics within Sir Zelman Cowan Park
- Develop management plans consistent with a sport and recreation facilities leasing and licensing policy for redeveloped pavilions to maximise community use of these facilities.
- Refurbish the HHSC dive tower and consider options for the future of the HHSC dive tower and pool.
- Prepare a maintenance and development plan for all informal outdoor recreation facilities including skate parks, playgrounds, tennis hit-up walls, public cricket nets and basketball courts to support informal sport and recreation participation.
- Review, resource and communicate to user groups the development and maintenance plan for ancillary sporting infrastructure such as coaches boxes, scoreboards and practice facilities.
- Review, resource and communicate to user groups a program of scheduled maintenance to enhance the management of buildings used for sport and recreation.

## PRIORITY TWO – ACCESSIBLE FACILITIES

The historic nature of development within Stonnington has influenced the location of Council's sport and recreation facilities and infrastructure. Many of these are located in the northern and eastern end of the municipality, whilst there is a lack of recreation facilities available to residents at the western end of the municipality. Consequently, many of the 31.6% of Stonnington's population that resides in the western end must travel to another suburb and in some cases outside of the municipality to participate in sport and recreation. The ability to accommodate the needs of such a significant portion of the population is a key priority for Council.

Council will look to prioritise the needs of residents in the western end of the municipality having regard to the relative level of social disadvantage and lack of recreation infrastructure and will look to maximise opportunities within existing precincts including Toorak Park, Orrong Romanis Reserve, Windsor Siding and the Como Park precinct.

Stonnington is the third least disadvantaged municipality in Victoria according to the Index of Relative Socio-economic Disadvantage (SEIFA). While the majority of the city is quite affluent, there are pockets of economic disadvantage, particularly at the western end of the municipality. These areas include a significant number of people from culturally and linguistically diverse backgrounds, who face a number of obstacles to integrating into a traditional Australian lifestyle and developing a solid financial base. Council needs to continue to play an active role in facilitating sustainable physical activity opportunities for low income and non-active members of the community with a view to helping them lead a social, healthy and active way of life.

### Actions

- Incorporate Environmentally Sustainable and Universal Design principles into all facility developments.
- Investigate opportunities to provide open space and recreation infrastructure on future public and private development sites across the municipality.
- Investigate innovative options to activate high density areas where open space provision is low.
- Review the Active Living Program to ensure that introductory programs and activities overcome existing barriers to participation for underrepresented groups in the community.
- Review the cost structure for access to Council's recreation and aquatic centres to encourage greater utilisation by disadvantaged segments of the community in conjunction with the Active Living Program.

- Identify opportunities to increase the use of existing parks and sporting precincts for casual and unstructured recreation opportunities.
- Develop walking trails around and improve points of access to sportsgrounds to encourage informal recreation participation and utilisation of open space.
- Create and enhance shared path links and supporting infrastructure to existing parks, playgrounds, sport and recreation facilities to encourage alternative modes of travel and easy access to activity precincts.
- Create a path around the Glen Iris wetlands and TH King Reserve that links the two and encourages recreational walking and running.
- Prioritise open space development opportunities in the western end of the municipality as identified in Strategies for Creating Open Space 2013.
- Prepare a Como Park Precinct Sport Development Plan that builds upon the existing Como Park North and Thomas Oval Master Plan to maximise opportunities for organised sport including rugby union.
- Improve the foreshore area of the Como Park Rowing Precinct in collaboration with lease holders.
- Investigate innovative sport and recreation options in built-up areas close to Chapel Street.
- Commission a master plan for Princes Gardens to enhance its role as an open space and recreation precinct.
- Complete a feasibility study into the redevelopment of Prahran Aquatic Centre to encourage broader use and provide a recreation hub within Princes Gardens for residents at the western end of the municipality.

## PRIORITY THREE – EQUITABLE PROVISION

Council's historical focus has been on providing resources, infrastructure and participation opportunities to meet sporting club demands at any given time. Long established sports that have traditionally catered for male participation, such as Australian Rules football and cricket, have been extremely popular within Stonnington and dominate the use of Council's sporting facilities. Female participation on sportsgrounds has increased from 6.9% in 2008 to 8.8% in 2013 and Council is committed to ensuring that this figure continues to rise in the future.

Sports that have long provided greater participation opportunities for females such as soccer, tennis, lacrosse and netball, continue to be popular within Stonnington. The need for additional resources for court sports (both indoor and outdoor) such as tennis, netball and basketball has been identified as a priority area for Council. Tennis facilities are aging and there is currently only one purpose-built indoor sports stadium within the municipality. This is not sufficient to cater for the high level of demand placed on it by sporting clubs, schools and community organisations.

### Actions

- Review the allocation of clubs to sportsgrounds and pavilions in accordance with a municipal wide long-term plan to maximise opportunities within local areas for females, juniors and older adults.
- Review the pricing structure for allocated use of sportsgrounds and pavilions to encourage a greater share of participation by females, juniors and older adults within clubs in their local area.
- Prepare a precinct and facilities plan for Toorak Park, Victory Square and Orrong Romanis Reserve to provide greater informal recreation opportunities and additional opportunities for female and junior participation.
- Conduct a feasibility study into the construction of a new multi-court indoor stadium to service the needs of indoor court users.
- Subject to the feasibility study, construct a new multipurpose indoor stadium to service the needs of netball and other indoor sports.
- Work with schools to create partnership opportunities for utilising existing sporting facilities on school land.
- Review Recreation Services policies, strategies and plans to encourage greater utilisation of Council's active recreation facilities by people of all abilities and from culturally and linguistically diverse backgrounds.



## PRIORITY FOUR – SUSTAINABLE SPORTSGROUND USE

Stonnington sportsgrounds are currently being allocated at an unsustainable level. The number of sporting teams allocated to sportsgrounds has increased by 33% from 2008 to 2013. Demands for extra training and match allocations have placed pressure on existing sportsgrounds and as a result, a number of sportsgrounds are heavily used on six and seven days each week. Introducing measures to increase the number of sportsgrounds as well as the capacity of existing sportsgrounds is a priority for Council.

Prioritising access to sportsgrounds will assist in ensuring that a more sustainable level of usage is achieved. Preference will be given to those clubs serving the needs of local residents and providing opportunities for all members of the community including female, junior and older adult teams. Providing greater sportsground access for these population groups is a key focus for Council and will assist in increasing the number of Stonnington residents that meet the National Physical Activity Guidelines.

### Actions

- Adopt a formal Sportsground Hierarchy to define the infrastructure standards to be provided for each sportsground.
- Prepare and implement a Floodlighting Development Plan to prioritise the upgrade and installation of floodlighting on sportsgrounds and other sporting facilities.
- Develop a sportsground maintenance and development plan that is consistent with the adopted sportsground hierarchy and identifies the need to periodically repair, maintain and upgrade sportsgrounds to maintain their long term surface quality.
- Review the Sportsground and Pavilion Allocation and Charging Policy to determine a sustainable level of sportsground use that will enable the provision of suitable surface conditions for all users throughout the year.
- Review the use of sportsgrounds out-of-season and for alternative forms of organised sport in and out-of season.
- Review the use of parks and sportsgrounds by schools for sport and recreation.
- Collaborate with local, state and national sporting organisations to accurately quantify local participation to assist sportsground management and growth planning.
- Conduct a feasibility study into the construction of a synthetic sportsground to service the needs of Australian Rules football and cricket.



- Subject to the feasibility study, construct a synthetic sportsground to service the needs of Australian Rules football and cricket.
- Investigate and identify opportunities for the installation of a synthetic soccer pitch to cater for the needs of multiple users.
- Commission a study to investigate the opportunities, costs and partnership options to develop sporting infrastructure on land outside the municipality to cater for Stonnington residents and schools.
- Activate underutilised sportsgrounds to increase their capacity for hosting organised sport including Como Park North, Thomas Oval, Central Park, Malvern Valley Primary School, Percy Treyvaud East (Summer) and Waverley Park (Summer)

## **PRIORITY FIVE – POLICY AND PROCEDURE DEVELOPMENT**

Many of the current policies governing Recreation require review to ensure that they remain relevant to contemporary sport and recreation trends.

Opportunities exist for Council to take a more proactive approach to sport and recreation decision-making. Updated policies, procedures and regulations will provide a transparent and equitable framework for managing all Recreation Services responsibilities, such as sportsground allocations and funding requests.

Council receives many facility development requests from clubs on an ad hoc basis. In order to be able to prioritise these requests, it is important that Council develop policy direction on which projects it will take direct responsibility in delivering and which projects can be delivered by user groups in partnership with Council.

### **Actions**

- Review and update existing policies and procedures to reflect Council's priorities and current sport and recreation trends.
- Develop a Sporting Club User Guide to provide clear guidelines for all sporting clubs allocated use of Council's sporting facilities.
- Develop a policy for supporting sporting infrastructure minor capital works projects and a club project management framework for clubs to manage these projects.
- Implement a booking management system for recreation centres, community centres, park hire and sportsground and pavilion use that assists in the management of these facilities and the information provided to the community.
- Review the tenancy agreement process for seasonal sportsground users.
- Develop a policy for sport and recreation lease and licence agreements.
- Develop and introduce a policy for commercial operators in public open space.
- Engage a Recreation Services trainee each year to support the implementation of the strategy and the development of young sports administrators.

## PRIORITY SIX – EDUCATION AND INFORMATION

In order to better educate the community about the benefits of sport and recreation participation and the opportunities that exist within Stonnington, Council is committed to reviewing the methods in which its services are promoted and the support that is provided to participants and volunteers alike.

It has been identified that Stonnington residents have a low level of awareness of sport and recreation opportunities across the municipality. Through the community consultation, many stakeholders outlined the need for more information to be available. In addition, the methods by which Council advertises do not take full advantage of technology advancements and the growing popularity of social media channels such as Facebook and Twitter.

The introduction of a professional development program for sporting club committees of management is a priority for Council. Providing these volunteers with the necessary skills to operate their clubs on a day-to-day basis is crucial in these clubs continuing to provide high quality sporting opportunities to the community.

### Actions

- Develop a Marketing and Promotional Plan to better inform residents of the local opportunities and initiatives to be more active.
- Develop an enhanced electronic presence that captures all the sport and recreation options within Stonnington including an interactive version of the 'Experience Stonnington' brochure.
- Utilise e-Service technology to improve the online experience for Stonnington residents wanting to hire Council facilities.
- Develop the capacity to regularly survey the community to establish trends in active recreation participation
- Improve signs at all sportsgrounds to better inform users of permitted and allocated use and to ensure dog walkers are aware of all 'off-lead' areas and times within the municipality.
- Develop an education program for dog owners regarding their responsibilities and relationship with other sportsground users.
- Undertake a club competency survey to understand the capabilities of community sporting clubs and inform the provision of future club development education and training.
- Partner with peak sport and recreation bodies to deliver an annual sporting club development program to inform and educate sporting club committee members.

- Engage sports clubs in information sessions and forums to discuss issues, policies, procedures and new initiatives that could assist and/or impact on clubs.

## **MONITORING & REPORTING**

The Action Plan will provide an effective method of monitoring the progress of Recreation Strategy outcomes and will provide the basis for reporting on the implementation and success of each action in the context of Council and the community.

Officers will review of the strategy will be undertaken on an annual basis to identify emerging issues, trends and opportunities including changes in the level of participation and use of Council facilities.

A survey for sports facilities users will be developed by the Recreation Services Unit to measure and record club and user satisfaction with Council leisure facilities and services.

## ACTION PLAN

### KEY

Short Term: 1-3 years

Medium Term: 4-6 years

Long Term: 7+ Years

## 1. QUALITY FACILITIES

Action Item No.	Action	Timeframe	Funding Method	Related Actions
<b>DIRECTION 1 – Develop quality sport and recreation facilities.</b>				
NEW	Review the function and operation of existing sporting and recreational facilities and implement recommendations to improve the quality of these spaces	Ongoing	Future SRP Application	
1.1	Review the Pavilion Redevelopment Strategy to ensure that it aligns with other Recreation Services policies and plans and captures all pavilions servicing organised sport.	Short Term	Existing Staffing Resources	1.2, 1.6, 3.1, 3.3, 4.1
1.2	Develop a plan for the upgrade of all Council-owned tennis and lawn bowls facilities in partnership with clubs and facility managers.	Short Term	Within Existing SRP	1.1, 1.4
NEW	Investigate options for improved facilities for athletics in Sir Zelman Cowan Park	Medium Term	Future SRP Application	
1.3	Develop management plans consistent with a sport and recreation facilities leasing and licensing policy for redeveloped pavilions to maximise community use of these facilities.	Ongoing	Existing Staffing Resources	5.6
<b>DIRECTION 2 – Develop a framework to ensure existing sport and recreation infrastructure is renewed, upgraded, maintained and operated to support increased participation in sport and recreation.</b>				
1.4	Refurbish the HHSC dive tower and consider options for the future of the HHSC dive tower and pool.	Short Term	Within Existing SRP	
1.5	Prepare a maintenance and development plan for all informal outdoor recreation facilities including skate parks, playgrounds, tennis hit-up walls, public cricket nets and basketball courts to support informal sport and recreation	Long Term	Future SRP Application	2.6, 6.2

	participation.			
1.6	Review, resource and communicate to user groups the development and maintenance plan for ancillary sporting infrastructure such as coaches boxes, scoreboards and practice facilities.	Medium Term	Within Existing SRP	4.1
1.7	Review, resource and communicate to user groups a program of scheduled maintenance to enhance the management of buildings used for sport and recreation.	Short Term	Within Existing SRP	1.1

## 2. ACCESSIBLE FACILITIES

Action Item No.	Action	Timeframe	Funding Method	Related Actions
DIRECTION 1 – Provide affordable, flexible and accessible sport and recreation opportunities for all ages.				
2.1	Incorporate Environmentally Sustainable and Universal Design principles into all facility developments.	Ongoing	Future SRP Application	
2.2	Investigate opportunities to provide open space and recreation infrastructure on future public and private development sites across the municipality.	Ongoing	Future SRP Application	
2.3	Investigate innovative options to activate high density areas where open space provision is low.	Medium Term	Future SRP Application	2.13
2.4	Review the Active Living Program to ensure that introductory programs and activities overcome existing barriers to participation for underrepresented groups in the community.	Short Term	Existing Staffing Resources	2.5, 3.6
2.5	Review the cost structure for access to Council's recreation and aquatic centres to encourage greater utilisation by disadvantaged segments of the community in conjunction with the Active Living Program.	Medium Term	Future SRP Application	2.4, 3.6
DIRECTION 2 – Provide facilities that support casual sport and recreation opportunities to enhance health, wellbeing and social inclusion.				
2.6	Identify opportunities to increase the use of existing parks and sporting precincts for casual and unstructured recreation opportunities.	Medium Term	Existing Staffing Resources	1.4
2.7	Develop walking trails around and improve points of access to sportsgrounds to encourage informal recreation participation and utilisation of open space.	Ongoing	Future SRP application	2.8, 2.9
2.8	Create and enhance shared path links and supporting infrastructure to existing parks, playgrounds, sport and recreation facilities to encourage alternative modes of travel and easy access to activity precincts.	Long Term	Future SRP application	2.7, 2.9
2.9	Create a path around the Glen Iris wetlands and TH King Reserve that links the two and encourages recreational walking and running.	Medium Term	Future SRP Application	2.7, 2.8
DIRECTION 3 – Develop sport and recreation facilities in the western end of Stonnington to increase participation opportunities for residents within their local area.				
2.10	Prioritise open space development opportunities	Ongoing	Future SRP	



	in the western end of the municipality as identified in the Creating Open Space Strategy 2013.		Application	
2.11	Prepare a Como Park Precinct Sport Development Plan that builds upon the existing Como Park North and Thomas Oval Master Plan to maximise opportunities for organised sport including rugby union.	Short Term	Within Existing SRP	
2.12	Improve the foreshore area of the Como Park Rowing Precinct in collaboration with lease holders.	Short Term	Within Existing SRP	
2.13	Investigate innovative sport and recreation options in built-up areas close to Chapel Street.	Medium Term	Future SRP Application	2.3
2.14	Commission a master plan for Princes Gardens to enhance its role as an open space and recreation precinct.	Long Term	Future SRP Application	2.15
2.15	Complete a feasibility study into the redevelopment of Prahran Aquatic Centre to encourage broader use and provide a recreation hub within Princes Gardens for residents at the western end of the municipality.	Short Term	2014/15 Budget	2.14

### 3. EQUITABLE PROVISION

Action Item No.	Action	Timeframe	Funding Method	Related Actions
DIRECTION 1 – Promote local area participation in sport and recreation for females, juniors and older adults through the development of policy, facility design and programs.				
3.1	Review the allocation of clubs to sportsgrounds and pavilions in accordance with a municipal wide long-term plan to maximise opportunities for females, juniors and older adults.	Short Term	Existing Staffing Resources	1.1, 3.2, 4.4
3.2	Review the pricing structure for allocated use of sportsgrounds and pavilions to encourage a greater share of participation by females, juniors and older adults within clubs in their local area.	Short Term	Within Existing SRP	3.1, 4.4, 5.2
3.3	Prepare a precinct and facilities plan for Toorak Park, Victory Square and Orrong Romanis Reserve to provide greater informal recreation opportunities and additional opportunities for female and junior participation.	Short Term	Within Existing SRP	
3.4	Conduct a feasibility study into the construction of a new multi-court indoor stadium to service the needs of netball and other indoor sports.	Short Term	2014/15 Budget	3.3
NEW	Subject to the feasibility study, construct a new multipurpose indoor stadium to service the needs of netball and other indoor sports	Medium Term	Future SRP Application	3.3, 3.4
3.5	Work with schools to create partnership opportunities for utilising existing sporting facilities on school land.	Ongoing	Existing Staffing Resources	
3.6	Review Recreation Services policies, strategies and plans to encourage greater utilisation of Council’s active recreation facilities by people of all abilities and from culturally and linguistically diverse backgrounds.	Short Term	Existing Staffing Resources	2.4, 2.5

## 4. SUSTAINABLE SPORTSGROUND USE

Action Item No.	Action	Timeframe	Funding Method	Related Actions
<b>DIRECTION 1 – Improve the quality of sportsgrounds and sportsground infrastructure.</b>				
4.1	Adopt a formal Sportsground Hierarchy to define the infrastructure standards to be provided for each sportsground.	Short Term	Within Existing SRP	1.1, 4.3, 5.2
4.2	Prepare and implement a Floodlighting Development Plan to prioritise the upgrade and installation of floodlighting on sportsgrounds and other sporting facilities.	Short Term	Within Existing SRP	
4.3	Develop a sportsground maintenance and development plan that is consistent with the adopted sportsground hierarchy and identifies the need to periodically repair, maintain and upgrade sportsgrounds to maintain their long term surface quality.	Short Term	Future SRP Application	4.1
<b>DIRECTION 2 – Regulate the existing use of sportsgrounds to ensure sustainable levels of use for organised sport.</b>				
4.4	Review the Sportsground and Pavilion Allocation and Charging Policy to determine a sustainable level of sportsground use that will enable the provision of suitable surface conditions for all users throughout the year.	Short Term	Within Existing SRP	3.1, 3.2, 4.5, 4.6, 4.11, 5.2
4.5	Review the use of sportsgrounds out-of-season and for alternative forms of organised sport in and out-of season.	Short Term	Existing Staffing Resources	4.4
4.6	Review the use of parks and sportsgrounds by schools for sport and recreation.	Long Term	Existing Staffing Resources	4.4
4.7	Collaborate with local, state and national sporting organisations to accurately quantify local participation to assist sportsground management and growth planning.	Medium Term	Existing Staffing Resources	
<b>DIRECTION 3 – Investigate and implement opportunities to increase the overall sportsground capacity available to Stonnington user groups.</b>				
NEW	Conduct a feasibility study into the construction of a synthetic sportsground to service the needs of Australian Rules football and cricket.	Short Term	2014/15 Budget	
4.8	Subject to the feasibility study, construct a new synthetic sportsground to service the needs of Australian Rules football and cricket	Short Term	Within Existing SRP	
4.9	Investigate and identify opportunities for the installation of a synthetic soccer pitch to cater for the needs of multiple users.	Medium Term	Within Existing SRP	

4.10	Commission a study to investigate the opportunities, costs and partnership options to develop sporting infrastructure on land outside the municipality to cater for Stonnington residents and schools.	Medium Term	Future SRP Application	
4.11	Activate underutilised sportsgrounds to increase their capacity for hosting organised sport including Como Park North, Thomas Oval, Central Park, Malvern Valley Primary School, Percy Treyvaud East (Summer) and Waverley Park (Summer).	Medium Term	Within Existing SRP	4.4

## 5. POLICY AND PROCEDURE DEVELOPMENT

Action Item No.	Action	Timeframe	Funding Method	Related Actions
DIRECTION 1 – Develop a framework to guide and support fair and consistent decision making that enhances the provision of sport and recreation opportunities for all sections of the community.				
5.1	Review and update existing policies and procedures to reflect Council’s priorities and current sport and recreation trends.	Ongoing	Existing Staffing Resources	
5.2	Develop a Sporting Club User Guide to provide clear guidelines for all sporting clubs allocated use of Council’s sporting facilities.	Short Term	Within Existing SRP	3.2, 4.1, 4.4, 5.3, 5.5, 5.6, 6.6, 6.7
5.3	Develop a policy for supporting sporting infrastructure minor capital works projects and a club project management framework for clubs to manage these projects.	Short Term	Existing Staffing Resources	5.2
5.4	Implement a booking management system for recreation centres, community centres, park hire and sportsground and pavilion use that assists in the management of these facilities and the information provided to the community.	Short Term	Existing Staffing Resources	6.2, 6.3
5.5	Review the tenancy agreement process for seasonal sportsground users.	Short Term	Existing Staffing Resources	5.2
5.6	Develop a policy for sport and recreation lease and licence agreements.	Short Term	Within Existing SRP	1.3, 5.2
5.7	Develop and introduce a policy for commercial operators in public open space.	Short Term	Within Existing SRP	
5.8	Engage a Recreation Services trainee each year to support the implementation of the strategy and the development of young sports administrators.	Short Term	Future SRP Application	

## 6. EDUCATION AND INFORMATION

Action Item No.	Action	Timeframe	Funding Method	Related Actions
<b>DIRECTION 1 – Develop, enhance and expand a range of methods to communicate with the community and actively promote the sport and recreation opportunities within Stonnington.</b>				
6.1	Develop a Marketing and Promotional Plan to better inform residents of the local opportunities and initiatives to be more active.	Medium Term	Future SRP Application	
6.2	Develop an enhanced electronic presence that captures all the sport and recreation options within Stonnington including an interactive version of the ‘Experience Stonnington’ brochure.	Medium Term	Future SRP Application	5.4
6.3	Utilise e-Service technology to improve the online experience for Stonnington residents wanting to hire Council facilities.	Ongoing	Future SRP Application	5.4
6.4	Develop the capacity to regularly survey the community to establish trends in active recreation participation.	Medium Term	Future SRP Application	6.7
6.5	Improve signs at all sportsgrounds to better inform users of permitted and allocated use and to ensure dog walkers are aware of all ‘off-lead’ areas and times within the municipality.	Medium Term	Future SRP Application	6.6
6.6	Develop an education program for dog owners regarding their responsibilities and relationship with other sportsground users.	Ongoing	Future SRP Application	6.5
<b>DIRECTION 2 – Support and enhance the capacity of sporting clubs to provide diverse and sustainable sport and recreation opportunities.</b>				
6.7	Undertake a club competency survey to understand the capabilities of community sporting clubs and inform the provision of future club development education and training.	Medium Term	Future SRP Application	6.4
6.8	Partner with peak sport and recreation bodies to deliver an annual sporting club development program to inform and educate sporting club committee members.	Ongoing	Existing Staffing Resources	5.2
6.9	Engage sports clubs in information sessions and forums to discuss issues, policies, procedures and new initiatives that could assist and/or impact on clubs.	Medium Term	Existing Staffing Resources	5.2